

# Behavioral Health and Crisis Services

## FUNCTION

The mission of Behavioral Health and Crisis Services is to foster the development of a comprehensive system of services to assist adults and children in crisis or with behavioral health needs. Behavioral Health Services works with the State's public mental health and substance abuse systems to ensure that treatment, rehabilitation and referral services are available for persons with long-term mental illness and that medically indigent individuals and families have access to substance abuse intervention and treatment services. In Crisis Services, 24-hour crisis intervention services are provided for persons experiencing situational, emotional or mental health crisis. Emergency Services, another service for individuals and families in crisis, partners with community groups to provide a continuum of services for homeless families and adults, including emergency shelter and transitional housing. Crime, partner abuse or sexual assault victims receive immediate assistance as well as on-going counseling.

## PROGRAM CONTACTS

Contact Daryl Plevy of the HHS - Behavioral Health and Crisis Services at 240.777.4613 or Kimberly Mayo of the Office of Management and Budget at 240.777.2775 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### *System Planning and Management*

This program provides overall planning, management, and monitoring of services delivered by the service area and also serves as the liaison between the Department and the State Mental Hygiene Administration.

### *FY05 Recommended Changes*

	Expenditures	WYs
<b>FY04 Approved</b>	<b>7,667,080</b>	<b>27.2</b>
Decrease Cost: Psychiatric services at the Crisis Center (due to underutilization)	-4,270	0.0
Decrease Cost: Miscellaneous grant adjustments	95,760	0.5
Shift: Therapeutic Nursery from Educational Alternatives for program realignment	143,210	0.0
Shift: Therapist from Child and Adolescent Mental Health	45,940	0.5
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	540,060	-0.1
<b>FY05 CE Recommended</b>	<b>8,487,780</b>	<b>28.1</b>

This program budget reflects a shift of some System Planning and Management personnel costs from the Community Mental Health Grant to the General Fund as a result of State grant

## Program Summary

	Expenditures	WYs
System Planning and Management	8,487,780	28.1
Multicultural Mental Health Services	890,190	9.0
Addiction Services Coordination	6,538,260	26.7
Jail Addiction and Community Re-Entry Services	1,590,550	17.4
Outpatient Addiction Services	2,523,540	24.7
Victims Assistance and Sexual Assault Services	1,994,920	18.7
Child and Adolescent Mental Health Services	2,328,490	12.5
24-Hour Crisis Center	3,946,880	42.5
Mental Health Svcs for Seniors & Persons with Disabilities	727,310	1.9
Rental Assistance	3,760,900	4.3
Shelter Services	4,682,680	2.8
Partner Abuse Services	2,669,570	18.4
Supportive Housing Services	1,457,390	10.2
Prevention and Crisis Intervention	4,858,760	35.2
Service Area Administration	994,140	5.1
<b>Totals</b>	<b>47,451,360</b>	<b>257.5</b>

reductions.

## Multicultural Mental Health Services

This program provides mental health services to Vietnamese and Spanish speaking residents with a special emphasis on providing information, assessment, referral, diagnostic evaluation, psychiatric medication, psychotherapy, and family and psycho-education support.

### FY05 Recommended Changes

	Expenditures	WYs
<b>FY04 Approved</b>	<b>854,040</b>	<b>9.5</b>
Increase Cost: To reflect Community Mental Health grant award	10,400	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	25,750	-0.5
<b>FY05 CE Recommended</b>	<b>890,190</b>	<b>9.0</b>

## Addiction Services Coordination

This program provides screening, assessment, and referral; urine monitoring; utilization review; and program monitoring for the adult addiction treatment system. The program provides access to the contractor-operated outpatient and residential treatment system and specialized treatment components, such as the Methadone Treatment and Intensive Outpatient Treatment programs. Clients receive referrals from the criminal justice, homeless, and emergency services systems, as well as the community at large.

### FY05 Recommended Changes

	Expenditures	WYs
<b>FY04 Approved</b>	<b>6,904,600</b>	<b>27.7</b>
Reduce: To reflect Alcohol and Drug Abuse Administration Block grant award	-381,680	0.0
Shift: Community Services Aide position to Jail Addiction and Community Re-entry Services program	-44,020	-1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	59,360	0.0
<b>FY05 CE Recommended</b>	<b>6,538,260</b>	<b>26.7</b>

This program budget also reflects a shift of some Addiction Services Coordination personnel costs from the Community Mental Health Grant to the General Fund, as a result of State grant reductions.

## Jail Addiction and Community Re-Entry Services

This program provides an intensive jail-based residential addiction treatment program for inmates at the Montgomery County Detention Center who are alcohol and/or drug addicted. After the inmate is released, linkages to follow-up treatment in the community are provided. This program also provides transitional services for offenders with mental illness.

### FY05 Recommended Changes

	Expenditures	WYs
<b>FY04 Approved</b>	<b>1,461,950</b>	<b>16.4</b>
Shift: Community Services Aide position from Addiction Services	44,020	1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	84,580	0.0
<b>FY05 CE Recommended</b>	<b>1,590,550</b>	<b>17.4</b>

## Outpatient Addiction Services

This program provides intensive outpatient services for self-referred, criminal justice, and homeless clients who meet medical and social need requirements. Special emphasis is placed on treating: addicted women and their infants and young children; the homeless; opiate addicts; and individuals with co-occurring psychiatric and substance abuse disorders.

### FY05 Recommended Changes

	Expenditures	WYs
<b>FY04 Approved</b>	<b>2,458,410</b>	<b>24.7</b>
Reduce: To reflect Alcohol and Drug Abuse Administration Block grant award	-16,930	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	82,060	0.0
<b>FY05 CE Recommended</b>	<b>2,523,540</b>	<b>24.7</b>

## Victims Assistance and Sexual Assault Services

This program provides information, referral, support, crisis, and ongoing counseling services to persons subjected to sexual abuse (exclusive of partner abuse), as well as to persons victimized by crimes in general. A 24-hour outreach effort is provided through volunteer support, and compensation is provided to eligible victims of crime.

### FY05 Recommended Changes

	Expenditures	WYs
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Increase Cost: Victim Compensation Fund (match)	10,250	0.0
Increase Cost: Victim Compensation Fund (base funding)	11,550	0.0
Reduce: Community Education services (contract portion)	-7,140	0.0
Shift: Staff and programs to reflect department reorganization	1,832,120	18.7
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	148,140	0.0
<b>FY05 CE Recommended</b>	<b>1,994,920</b>	<b>18.7</b>

## Child and Adolescent Mental Health Services

This program provides treatment to children who have serious mental health or behavioral problems. Services include mental

health assessments, outpatient treatment, specialized case management, play therapy, therapeutic recreation, and behavioral management. The program also supports community efforts to integrate child and family-based agencies into a local family-centered, culturally diverse system of care.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Staff and programs to reflect department reorganization	2,341,260	12.5
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-12,770	0.0
<b>FY05 CE Recommended</b>	<b>2,328,490</b>	<b>12.5</b>

### **24-Hour Crisis Center**

This program provides telephone, walk-in, assertive community-based treatment, and mobile outreach crisis stabilization services to persons experiencing situational, emotional, or mental health crises. Psychiatric crisis resources are used to prevent hospitalizations and suicides. Crisis management and consultation for disasters and community crises are provided as well. During the off-hours (after 5 p.m., weekends and holidays), crisis back-up services are provided for various health and human services needs when the clients' primary service providers are not available.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Staff and programs to reflect department reorganization	3,773,030	42.5
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	173,850	0.0
<b>FY05 CE Recommended</b>	<b>3,946,880</b>	<b>42.5</b>

This program budget also reflects a shift of some Crisis Center personnel costs from the Community Mental Health Grant to the General Fund, as a result of State grant reductions.

### **Mental Health Svcs for Seniors & Persons with Disabilities**

This program provides mental health services to seniors, persons with developmental disabilities, and persons with hearing impairments. Services include evaluation, treatment, outreach counseling, provider training, caretaker support, and referral services.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Reduce: Senior mental health services (eliminate Round House Theatre Contract)	-10,000	0.0
Shift: Staff and programs to reflect department reorganization	715,320	1.9
Miscellaneous adjustments, including negotiated compensation changes, employee		

### **Behavioral Health and Crisis Services**

benefit changes, and changes due to staff turnover	21,990	0.0
<b>FY05 CE Recommended</b>	<b>727,310</b>	<b>1.9</b>

### **Rental Assistance**

This program provides subsidies to low-income renters and families with dependent children.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Shift: Staff and programs to reflect department reorganization	3,774,980	4.3
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	-14,080	0.0
<b>FY05 CE Recommended</b>	<b>3,760,900</b>	<b>4.3</b>

### **Shelter Services**

This program coordinates and provides shelter services to both families with children and single adults on a seasonal and emergency basis. Support services, including case management, are provided to persons transitioning to more permanent housing. Persons receiving shelter services and identified as potentially having mental illness or substance abuse issues are provided evaluation, triage, and case management services.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Add: Funding for Community Ministry of Montgomery County, Inc. to cover program funding gaps during Silver Spring Community Vision merger transition period	160,000	0.0
Increase Cost: Motel placements for homeless families	351,320	0.0
Shift: Staff and programs to reflect department reorganization	4,166,690	2.8
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	4,670	0.0
<b>FY05 CE Recommended</b>	<b>4,682,680</b>	<b>2.8</b>

### **Partner Abuse Services**

This program provides ongoing and crisis counseling, shelter, transitional housing, support and advocacy services to victims and families of partner-related physical abuse. Assessment, counseling, and education are also provided to abusers.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Increase Cost: Miscellaneous Domestic Violence grant adjustments	203,900	2.8
Reduce: Community education services - Abused Persons Program (contract portion)	-20,960	0.0
Shift: Staff and programs to reflect department		

reorganization	2,423,520	15.6
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	63,110	0.0
<b>FY05 CE Recommended</b>	<b>2,669,570</b>	<b>18.4</b>

<b>FY05 CE Recommended</b>	<b>994,140</b>	<b>5.1</b>
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This program budget also reflects a shift of some Service Area Administration personnel costs from the Community Mental Health Grant to the General Fund, as a result of State grant reductions.

### **Supportive Housing Services**

This program provides transitional housing for families with children and persons with mental disabilities. On-site case management services are provided to assist persons receiving services to become self-sufficient.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Increase Cost: Annualization of FY04 operating expenses	121,000	0.0
Shift: Staff and programs to reflect department reorganization	1,304,680	10.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	31,710	0.0
<b>FY05 CE Recommended</b>	<b>1,457,390</b>	<b>10.2</b>

### **Prevention and Crisis Intervention**

This program provides assessment of families for Temporary Cash Assistance (TCA) and for assistance in all housing related emergencies in order to prevent homelessness, reduce utility cutoffs, and avoid welfare dependence.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>0</b>	<b>0.0</b>
Increase Cost: Emergency Services grants	350,000	0.0
Increase Cost: Energy rebate for low-income persons	160,000	0.0
Shift: Staff and programs to reflect department reorganization	4,145,380	35.2
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	203,380	0.0
<b>FY05 CE Recommended</b>	<b>4,858,760</b>	<b>35.2</b>

### **Service Area Administration**

This program provides leadership and direction for the administration of Behavioral Health and Crisis Services.

#### **FY05 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY04 Approved</b>	<b>873,860</b>	<b>4.1</b>
Increase Cost: Annualization of FY04 Personnel Costs	107,000	1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, and changes due to staff turnover	13,280	0.0

## HEALTH AND HUMAN SERVICES

### Behavioral Health and Crisis Services

**PROGRAM:**

Addiction Services Coordination

**PROGRAM ELEMENT:**

Client Assessment Team

**PROGRAM MISSION:**

To provide direct access to substance abuse treatment for a diverse population of adult Montgomery County residents by partnering with a wide range of criminal justice, human service, and substance abuse treatment agencies to coordinate service delivery and facilitate access to care

**COMMUNITY OUTCOMES SUPPORTED:**

- Individuals and families that achieve their maximum possible level of self-sufficiency
- Children and vulnerable adults who are safe
- Children and adults who are physically and mentally healthy

**PROGRAM MEASURES**

	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
<b>Outcomes/Results:</b>					
Percentage of clients referred for substance abuse treatment who enter treatment as a result of the referral	NA	46	53	55	58
<b>Service Quality:</b>					
Percentage of clients referred to substance abuse treatment who begin treatment within 30 days	38	46	53	52	55
Percentage of people assessed who are identified as needing treatment <sup>a</sup>	NA	68	68	75	75
<b>Efficiency:</b>					
Average cost per client (\$)	172	175	226	206	236
Percentage of Level 1 <sup>b</sup> slots available in the community	60	35	30	30	30
<b>Workload/Outputs:</b>					
Number of clients assessed	2,783	2,867	2,550	2,850	2,850
Average utilization rate for Level 1 <sup>b</sup> service providers (%)	40	65	54	70	70
<b>Inputs:</b>					
Expenditures (\$000) <sup>c</sup>	478	502	576	586	<sup>d</sup> 672
Workyears	6.5	6.5	6.5	6.5	<sup>d</sup> 7.3

**Notes:**

<sup>a</sup>High values for this measure indicate that program staff have done a good job educating the referral sources on whom to refer for assessment.

<sup>b</sup>Level 1 = outpatient substance abuse treatment.

<sup>c</sup>Expenditures include only personnel costs.

<sup>d</sup>Inputs amended to include all relevant administrative and other staff costs for FY05.

**EXPLANATION:**

The Client Assessment Team provides a single point of entry for screening, determination of need, and referral to substance abuse treatment for adult residents with substance abuse disorders and related problems who do not have medical insurance. Therefore it functions as a central point of access into the publicly funded continuum of the care treatment system. Clients are referred from program partners as well as by self-referral. The program supports community-wide public health and public safety efforts by providing access to substance abuse treatment "on demand" at a reduced or affordable cost. The program primarily refers clients to outpatient substance abuse providers who are partially supported by contracts with the County. A future goal of the program will be to increase these providers' ability to retain clients in treatment and reduce their unused capacity, thus improving the efficiency of these contracts. Such an effort should also increase the percentage of clients who actually begin treatment after they are assessed as in need.

Service coordination is supported by the HATS (HIDTA [High Intensity Drug Trafficking Area] Automated Tracking System) management information system and data linkages between agencies. Pressure or persuasion from probation or social service agencies can often be effective in increasing the entry rate for treatment by adults who have low personal levels of motivation.

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Department of Correction and Rehabilitation; Department of Parole and Probation; other Department of Health and Human Services direct services programs; substance abuse treatment providers; private physical and mental health providers.

**MAJOR RELATED PLANS AND GUIDELINES:** Maryland Alcohol and Drug Abuse Administration, Federal High Intensity Drug Trafficking Area Initiative, Department of Parole and Probation (for Break the Cycle).

# DEPARTMENT OF HEALTH AND HUMAN SERVICES

## Behavioral Health and Crisis Services

<b>PROGRAM:</b> Partner Abuse Services	<b>PROGRAM ELEMENT:</b> Domestic Violence Shelter Services
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**PROGRAM MISSION:**  
To increase the safety of domestic violence victims by providing emergency shelter and supportive services

**COMMUNITY OUTCOMES SUPPORTED:**

- Children and vulnerable adults who are safe
- Individuals and families achieving their maximum level of self-sufficiency
- Children and adults who are physically and mentally healthy

PROGRAM MEASURES	FY01 ACTUAL	FY02 ACTUAL	FY03 ACTUAL	FY04 BUDGET	FY05 CE REC
<b>Outcomes/Results:</b>					
Percentage of domestic violence victims who establish safer living conditions after leaving the Family Residential Shelter	79	85	75	85	75
Percentage of victim clients who have taken appropriate safety plan steps <sup>a</sup>	NA	NA	NA	TBD	80
<b>Service Quality:</b>					
Percentage of Shelter residents interviewed on termination who reported their stay "helpful" or "very helpful"	90	91	90	85	90
<b>Efficiency:</b>					
Average cost per family served in the Shelter (\$)	4,020	<sup>b</sup> 8,280	6,375	5,041	6,325
<b>Outputs:</b>					
Number of families served in the Shelter	180	<sup>b</sup> 106	157	200	160
<b>Inputs:</b>					
Expenditures (\$000)	723	<sup>b</sup> 877	<sup>c</sup> 1,001	1,008	1,012
Workyears	0.5	0.5	1.0	1.0	1.0

**Notes:**

<sup>a</sup>The new measure is required by the Maryland Department of Human Resources and replaces the previous, more limited measure, "percentage of victim clients who take at least one safety action step." During FY03, 60% of all shelter victim clients achieved at least one step, such as filing domestic violence protective orders or criminal charges.

<sup>b</sup>The cost per family sheltered increased significantly in FY02 and FY03 due to: (1) longer lengths of stay due to the difficulty of identifying appropriate post-shelter dispositions for some clients, and (2) resources that were added during the year to enhance supervision, the residential milieu, and family/child activities and counseling.

<sup>c</sup>Inputs revised to include all relevant administrative, victim assistance, and other staff costs.

**EXPLANATION:**

Partner Abuse Services provides counseling, shelter, and support services to victims of partner-related physical abuse and counseling to abusers in order to increase the safety of victims of domestic violence. Based on discharge plans, in FY03, 75% of the families leaving the Shelter achieved safer living conditions, and 90% of those who terminated indicated positive ratings of services received. The declines are due to a great deal of turnover in the contract provider staff and a higher than usual number of terminations with unknown dispositions. A new provider assumed responsibility for the shelter in July 2003.

Since opening in 2000, the Betty Ann Krahne Center (BAKC) has afforded the opportunity for longer stays (often necessary due to the County's continuing lack of affordable housing), but some victims in need of emergency shelter are unable to be placed in the BAKC and must be housed in other arrangements. Enhancements added to the BAKC in FY03 were intended to help the provider place more emphasis on alternative living accommodations and safety planning in order to reduce length of stays in the shelter. This provided space for an increased number of admissions for emergency cases.

Period	Percent
01 ACT	79
02 ACT	85
03 ACT	75
04 BUD	85
05 REC	75

**PROGRAM PARTNERS IN SUPPORT OF OUTCOMES:** Montgomery County Police, Sheriff, State's Attorney, Department of Correction and Rehabilitation, Circuit Court, Maryland Department of Human Resources, Family Violence Council.

**MAJOR RELATED PLANS AND GUIDELINES:** COMAR 7-6, 4-501, and 4-516.